Annex F: Facilities—Modernizing Installations as Flagships of Readiness

The Office of the Assistant Chief of Staff for Installation Management is committed to ensuring that units and Soldiers are provided the facilities and infrastructure necessary to support the robust technologies of the 21st century Army. OACSIM continues to balance resourcing demands with emerging modernization requirements through a concerted, synchronized effort to avoid costly delays or arrival of equipment before they are ready to be housed, maintained, trained, or sustained. OACSIM and its executing agents, the Installation Management Command and the U.S. Army Corps of Engineers, continue to seek innovative solutions to ensure we properly identify and validate installation infrastructure and facility requirements. We continue to refine and implement initiatives that simultaneously will meet Warfighter needs and develop a "Flagship of Readiness" focused on enhancing the Army's ability to project power and sustain an expeditionary Army while supporting families in safe sanctuaries.

OACSIM's three essential tasks are to:

1. Develop strategies that posture installations as deployment platforms with robust, technology-rich reach capabilities
2. Adjust installation support and resource priorities to meet the needs of a transforming Army at war
3. Maintain support and well-being of Soldiers and their families

OACSIM has identified business processes our installations use to adapt to changing needs and priorities. As such, OACSIM is exploring methods for faster construction, thereby reducing impact on Soldier and unit readiness. Moreover, OACSIM continues to explore and develop new approaches and techniques that afford a longer view and identification of Future Force requirements. The goal is to reduce the need for repetitive construction through flexibility and reconfigurability of facilities.

Modernized facilities meeting these Future Force needs are using a new generation of adaptive, multi-purpose designs developed by USACE to meet Army standards and the essential requirements identified by the various Army facility Functional Proponents. Commencing FY06, these facilities will be digitally enabled to support reach operations, thereby reducing the deployed force footprint while also providing the means to conduct mission planning and rehearsal. This mission preparation allows forces to "engage" the enemy decisively through superior situational awareness. Embedded and distributed training technologies use the same mission connectivity incorporated into these modernized facilities, reducing the cost of travel and lodging at schools.

At the same time, installations provide quality services to ensure the well-being of Soldiers and their families. Providing these services to both our Active and Reserve (AC/RC) families extends beyond traditional installation boundaries or "fences" as we develop these in concert with surrounding communities.

INSTALLATION STRATEGY AND OBJECTIVE

Each installation serves a vital role in maintaining and sustaining our expeditionary Army. However, not all locations are suited to meeting a broad range of capabilities, nor should they. Each installation has

its own unique strengths, capabilities, or capacities to meet an operational or mission function. In other cases, some installations are better geographically suited for deployment given their proximity to the transportation support infrastructure. This is especially true given the magnitude of the combined effects of Modular Force fielding, restationing our forward deployed forces, and implementation of Base Realignment and Closure.

IMCOM and OACSIM intend to harness this "individuality" or diversity by aggressively implementing facility modernization, accomplished while strengthening the ties with surrounding communities to integrate services and support when feasible. In this manner, we can maximize resource expenditures for application to other shortfall areas in a comprehensive, integrated capital investment plan. The objective remains the development and transformation to a "system" of installation capabilities and resources to support a CONUS-based projection of forces. The benefit is an even stronger environment of civil-military community relations.

OACSIM, through its executing agent for construction, USACE, has embarked on an initiative to significantly improve MILCON response times, cost, and delivery. In partnership with IMCOM and industry, USACE continues to refine Military Construction (MILCON) Transformation (MT). Initial indications through the first 16 months of transition are positive with significant benefit potential. As such, USACE has directed the use of MT on all Army projects that simultaneously address the needs of Energy Policy Act 2005 and LEED-Silver sustainability. As USACE moves through the second transition year in 2007, the processes and procedures will continue to evolve through a continuous build program.

The fundamental key to the MT effort is the aggressive implementation of facilities standardization and criteria development. Installations must support a mix of Modular and Future Forces whose technological maturation will continuously increase unit capabilities to draw support from homestation across the extended battlespace. A fundamental imperative is the reduction of disruption on unit and Soldier readiness caused by reliance on construction solutions. While MT decreases the time it takes to build facilities, thereby reducing construction impacts, adaptive facility standards offers the flexibility to adapt to changing requirements without requiring major construction.

Employing the next generation of standard facility designs meets two fundamental objectives: the equitable distribution of Army MILCON resources that meet fielding and stationing timelines, and the flexibility to adapt to change, as well as support consolidation of functions or mission capabilities through modular, multipurpose space allocations. These "flexible" designs maximize the use of space for more than one function or task with little to no modification. Multipurpose, adaptive facility, and facility complex designs provide support to consolidated functions such as maintenance, training, and logistics in a single complex. Installations will no longer adopt the "one size fits all" posture. The inherent "flexibility" of adaptive, multipurpose facility designs reduces reliance on major construction while simultaneously supporting Warfighter functions and tasks. As such, facilities become life-cycle investments, thereby minimizing the need for retrofit and providing the most functionality and operability possible.

IMCOM assists USACE in implementing the MT process while maximizing the opportunity to

improve the "look and feel" of installations. Like any city, Army installations were developed over time, with blends of architectural themes, colors, and expressions not always complimentary of each other. The largest construction program in the Army since World War II provides a one-time opportunity to achieve commonality of the "look and feel" of our installations, while meeting the needs of a transforming Army that is undergoing a massive restationing effort of units within CONUS and from abroad. The appearance of installations can foster an identity for Soldiers and their families as tours of duty become more stabilized and extended. The Army is working to create communities we can be proud of and can identify with.

OACSIM and IMCOM continue to refine policies, strategies, and priorities to implement the transformation of installations. The Army's Installation Information Infrastructure Architecture will provide connectivity for meeting full-spectrum operations. Commanders at home station and in the field will have access to Joint, interagency, intergovernmental, and multinational support infrastructures worldwide. Installations will enable mission accomplishment by simultaneously providing the means of reducing the in-theater footprint of deployed forces and enhance the commander's tool kit by providing vital information hubs, deployment platforms and sustainment bases.

Training centers provide unique capabilities to conduct integrated live, virtual, and constructive training. Installation connectivity serves as a training multiplier by providing the means to link training center and schoolhouse capabilities to units at homestation. The Operational Readiness Training Centers will add to the robust training environment of the future by connecting AC and RC at key locations.

Increased reliance on modeling and simulation permeates almost every aspect of Army training. Facilities are being enabled to take advantage of I3A connectivity for embedded and distributed (DT) training. Hence, Soldiers using ET-enabled equipment can participate in DT simultaneously from the schoolhouse with units in other locations, thereby enhancing their training experience.

In coordination with Army Staff proponents, OACSIM continues to improve processes and procedures that synchronize decisions and implementation milestones in a unified effort. Having the right installation infrastructure and facility mix at the right place and time is vital to continued Army readiness and modernization. Moreover, the Army requires modern, web-enabled capabilities to provide and manage support across the Doctrine, Organization, Training, Materiel, Leader Development and Education, Personnel, and Facilities.

Hence, the Army's transformational environment requires changes in business processes, policies, and installation management structure. The primary thrust for this axis is the development of policies and programmatic strategies that support validation and verification of facility and infrastructure requirements. Synchronizing myriad stationing and fielding timelines across all DOTMLPF domains is essential to minimizing distractions on Soldiers and disruptions to families, and implementing an orderly transition to Flagship Installations.

LIVING AND WORKING ENVIRONMENTS

The new Warfighter role for installations in support of reach operations and as hubs for accessing knowledge centers demands higher levels of security and protection. The threat environment

(e.g., terrorism, biohazards or computer hacking) facing Soldiers, their families, Army Civilian Corps employees, and contractors on an installation will require full-dimensional protection.

Access control points for all installations continue to be modernized to meet the realities of today's anti-terrorism and force protection needs. OACSIM's Technology Standards Group will explore concepts incorporating advanced technologies such as biometrics; smart cards; entity tracking; networked sensors; chemical, biological, radiological, nuclear, and high-yield explosives; and weapons or munitions detection capabilities. Linked to local, state, and federal law enforcement activities, these security capabilities will enhance our installation force protection posture. Should installation services become integrated with the surrounding community, security considerations may extend beyond the installation boundary when warranted or feasible.

The demand placed on restationing Soldiers from all over the world due to global security considerations, BRAC, and Army Transformation has resulted in unprecedented construction efforts. We continue to focus on Soldiers' barracks as an early construction requirement for stationing forces. The latest barracks standard provides greater space and privacy, with telephone and cable-ready receptacles. The connectivity provided offers Soldiers an opportunity to continue their skills training or education at their own pace. New or renovated barracks also contain higher quality furniture, more washing machines and clothes dryers, increased parking, and greater open space and outdoor recreational facilities.

Family housing areas are also undergoing extraordinary improvements. The Residential Communities Initiative is probably the most visible change on our installations. The RCI plan includes 45 installations (grouped into 35 projects), with 84,000 houses—more than 92 percent of the Army's CONUS-based family housing inventory. Twenty-one installations—more than 50,000 homes—made the transition to privatized operations; and projects for ten more installations totaling 16,000 homes were awarded in FY06. The Army will use $572 million of appropriations and obtain $7.7 billion of private capital to construct/renovate housing for these 31 installations. An additional 14 installations involving close to 18,000 homes are either in solicitation or under development,

The restationing of the majority of the Army has increased requirements for childcare, youth activities, and physical fitness facilities. New facilities standards and standard designs are being developed to incorporate the latest technologies and techniques to improve overall services to the Army community.

Installations and local communities will become increasingly integrated and mutually supportive. Regional, city, and installation master planners will work together to leverage common infrastructure and services to create mutual benefits and decrease operating costs. Surrounding communities may provide medical, educational, recreational or emergency services to mitigate lack of on-post

capabilities. Civilian and military communities may augment each other in mutual support agreements, thereby maximizing resource investments within a community or region.

Environmental strategies, land use and stewardship continue to be more fully integrated into mainstream installation management practices, business processes, and base-support services—both on post and in coordination with state and local governments. Common and mutually supportive goals in land use and environmental considerations become less divisive as perspectives and appreciation for the benefits of close community ties outweigh the occasional disadvantages of close proximity to military installations.

INSTALLATION MANAGEMENT

The most fundamental change in installation management for FY07 has been the conversion of the Installation Management Agency as a field operating agency of the OACSIM to a direct reporting unit (DRU) and designation of the ACSIM as the Commanding General. IMCOM consolidates three field operating agencies into a single DRU. The IMCOM structure will provide a more synergistic corporate-focused structure for efficient and effective installation management worldwide.

While there are some consolidation activities at the regional level, the garrison level continues to build on its past success under the IMA pedigree through implementation of the Standard Garrison Organization. IMCOM remains committed to providing programs that sustain quality

installations, family support, and assure the well-being of the entire Army family. This is critical to providing "peace of mind" for deployed Soldiers. IMCOM will increase its role of relieving operational commanders from the time-consuming tasks of running an installation and managing the delicate balance of operational resources and training with infrastructure and facilities sustainment.

At the same time, IMCOM is working with the Army in determining the best course of action for managing forward operating bases. The objective is to provide the same relief from "city management" functions to Combatant Commanders as has been achieved for Installation Commanders. Some IMCOM models are also being considered for joint installation management beginning with the installation services arena.

Installations exist to support Warfighters and their continued well-being. The installation management community remains dedicated to meeting the challenge of providing quality, mission-ready installations that are sustainable, greener, and at reduced overall delivery cost using life-cycle management and investment methods.

The Army continues to make progress in rectifying shortfalls and inadequacies and applying more effective business practices and levels of support. Largely the result of consolidating installation management under a central organization, we will build upon our successes and identify refinements for those that may still achieve more productivity. Over the past few years, the President and Congress have consistently supported these efforts and we see no indication that will change.